Information Technology Business Case – Section A
Miami-Dade County – FY 2005-06
Delivering Excellence Every Day

MIAMI-DADE
COUNTY

Directions: Please complete shaded areas below.

Department Name: ETSD
Project Name: Enterprise Change Management
Project Amount: 1,770,000.00 (750,000 Capital; 510,000 PATC; 510,000 Operating) over 3 years
FY 2005-06: 750,000 (500,000 Capitol, 200,000 PATC, 50,000 Operating)
Preparer Name & Contact Information:

Mary B. Baker
Computer Services Manager, ETSD
5780 SW 87 Ave
Miami, Fl 33173
(305)596-8798
dab@miamidade.gov

Project Type: Please check (√) one.

X	**Enterprise**	☐	**Communities of Interest**	☐	**Department Specific**

Funding Source: Please check (√) one.

X	**GF Capital**	☐	**Proprietary Capital**

☐	**Mandated Requirement** (If checked (√), please indicate who is mandating this request as well as the time frame)

☐	**Department Priority of Initiative (1, 2, 3, etc.)**

Section A

Background:
Provide any relevant background information to include existing investments in the proposed project. If applicable, please include any information explaining why this is a mandated project.

The term "Change Management System" refers to the policies, processes, tools and techniques needed to coordinate changes to computer software, infrastructure or any aspect of services, in a controlled manner, enabling approved changes with minimum disruption. To users of a system, Change Management is a behind-the-scenes activity – users are not aware that a change is being made, unless something goes wrong. To technology folks, Change Management becomes increasingly important as systems become more complex and as demand increases for software programs to be up and running around-the-clock.

Initiatives such as the Enterprise Asset Management (EAMS), Enterprise Resource Planning (ERP) Financial Systems and 3-1-1 have acknowledged that the establishment of Enterprise Change Management is a critical success factor for these programs. 3-1-1 considered Change management so important that in January 2005, the 3-1-1 project provided $150,000 of funding to aid ETSD in the description of Enterprise Change Management policies and procedures.

Additional funds are required in FY 05/06 to purchase the tools, provide training, and hire the necessary staff to support the processes defined.

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ETSD has several small uncoordinated Change Management Systems but lacks the unified, multi-platform Enterprise Change Management policies, standards, processes and tools that are necessary to support the aforementioned Enterprise systems. Current Change Management Systems no longer meet the needs of Miami-Dade County, are not able to be upgraded and must be replaced.

$ 500,000 was allocated for Change Management in the FY 02/03 Budget and due to a mid-year budget crisis the allocation was cut. Funding for Change Management has been requested each year since and remains a critical unmet need for all County operations supported by information systems.

Problem Statement:
Define the problem, need, or opportunity.

The County is currently <u>implementing</u> various large systems including 3-1-1, Enterprise Asset Management (for managing all sorts of assets in the departments), and the Enterprise Resource Planning (ERP) Financial Systems software. These new enterprise systems are and will link previously independent, isolated departmental systems to create new more useful information systems with greater access and availability.

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For example, the 3-1-1 System is made up of several integrated modules (i.e. Customer Request System and Contact Center) and interacts (interfaces) with other programs including those from Team Metro, Animal Services, and Public Works. In addition, the 3-1-1 system uses the same telephone switch as the Fire Department and uses electronic maps generated by the GIS system that are created by County departments.

A change to one small piece of a complex system such as 3-1-1, therefore, has the potential to impact other systems; so a person making a change to one component must understand the relationship of all the systems and the impact that making a change to one piece will have on the other pieces. It's like a game of pick-up sticks – moving one stick may affect other sticks!

Current Change Management at ETSD supports the old service model for most non-emergency County Services where offices are closed on weekends and Monday to Friday from 5:00 pm – 8:00 am. Current change processes are heavy dependant upon daily after-hours outage windows to perform maintenance and change activities. Current Change Management Systems do not support technologies such as the Internet

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and newer Enterprise Systems with their built-in complexity and fail to provide the coordinated level of change management required to make the proper decisions across the different platforms.

The bottom line is that changes to software or hardware introduce risk into all technology-dependant county operations. Any change no matter how small has the potential to cause outages and delays for the system involved as well as every other system that connects to it. To effectively manage and reduce the risk, changes must be properly managed.

Solution:
What is the proposed solution?

The solution is to create a comprehensive Change Management System (which includes policies, processes, tools, techniques, and staffing) in order to properly manage any additions, deletions or modifications to software/hardware systems to decrease the likelihood of impacting County business.

Existing funding provided in January 2005 by 3-1-1 will support:

1. **Analysis and Definition** of the specific requirements for Change Management within our organization. Define the "to-be" system that will meet our current and future needs.

2. **Begin the Creation and Implementation of policy**, process, procedure, standards for change management and the identification of Change Management tools.

Additional funding over the next two years will be required to provide:

1. **Construction of the change management system**: Change management tools must be selected, procured and installed. The toolset purchased must support cross-platform enterprise change management. Staff must be trained to use the process with the tools selected and support staff must be hired to administer the Change Management System.

2. **Deploy the Change Management System:** technical and business staff will be trained in the new roles, responsibilities, processes, procedures and toolsets required.

Expected Benefits / Direct Payback:
State the benefits of solving the problem or reaching the goal. Hints: "How the project will reduce costs (perhaps from reducing redundant tasks such as data entry), better decision making at each step of a process (perhaps due to more accurate and timely information), or improved efficiency (thanks to fewer steps to process a transaction).

Specify collective benefits and identify benefits that are specific to each stakeholder. Wherever there are metrics (numbers or targets) for improvement, be sure to include them. Examples: "Reduce communications costs by 20%" or "Increase revenues by $1,340,500 in fiscal year 2007.

- Decreases the likelihood of accidentally bringing them down one system when making changes to another, thus it decreases the risks of making changes.
- Allows better planning for how a system is to change and identifies all other components that may be impacted by a change.
- Provides the ability to measure downtime (currently this cannot be done accurately) in order to reduce scheduled and unplanned downtime. A good Change Management System is expected to decrease downtime by more than 25 %
- Improved communications between technical and other county staff

- Improves quality of service and customer satisfaction to support us in "Delivering of Excellence, Every Day"
- Enables faster, more agile response to change requests by using the same process again and again.
- Reduces the actual number of change requests and technical support calls.
- Consolidates separate Change Management Systems freeing those resources to focus on providing other services.